

Strategic Plan Resource Packet for RCD's

Strategic Plan, Annual Work Plan and Guide

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The Resource Conservation District Strategic Plan



Current Date

Prepared For:

The Resource Conservation District Board of Directors

Prepared By:

Name, Title

Introduction

The purpose of this plan is to outline the strategic goals The Resource Conservation District (RCD) seeks to achieve, and the appropriate actions it should take to achieve them . . .

Background

Our Mission is to...

The RCD is an important and contributing member of the local community because we provide critical support to landowners, producers and the environment through our work . . .

Add more background as desired – See Guide

Pre-planning and Analysis

The RCD has an important and diverse mission that requires significant support to complete . . .

_____ used three self-assessment devices designed to identify strengths and opportunities in the RCD. The assessment types used to analyze the organization were:

1. Assessment Type 1
2. Assessment Type 2
3. Assessment Type 3

Additional Information on interview process as desired – See Guide

The _____ Analysis tool was also used by the committee to inform the plan . . .

Additional Explanation of Assessment Tools as Desired – See Guide

Strategic Priorities

The RCD has identified several strategic priorities that it must address in order to complete its mission now and into the future . . .

1. Strategic Priority 1
2. Strategic Priority 2
3. Strategic Priority 3

Timeframe: The timeframe to achieve the goals outlined in this plan and meet these strategic needs is ___ years . . .

Additional Explanation of the Timeframe as Desired – See Guide

Success Measures

This section will break down each strategic priority into several smaller goals. Each goal has several desired results that achievement would include. These results directly address an aspect of the strategic issue. Several tasks, or strategies, are identified to help achieve each goal and return the desired outcome. The strategies are measurable steps that The RCD can take to meet its strategic vision within the identified timeframe.

For Information on how to develop goals and strategies please see Guide

Strategic Issue 1

Provide a single sentence explanation of the strategic issue.

Provide a brief narrative to give background and context on the strategic issue.

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Strategic Issue 2

Provide a single sentence explanation of the strategic issue.

Provide a brief narrative to give background and context on the strategic issue.

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Strategic Issue 3

Provide a single sentence explanation of the strategic issue.

Provide a brief narrative to give background and context on the strategic issue.

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Goal: _____

Desired Result 1:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Desired Result 2:

Strategies to help achieve the above result:

1. Strategy 1
2. Strategy 2
3. Strategy 3

Implementation

The goals and actions outlined above are steps the organization will take immediately in order to better fulfill our mission . . .

Provide a Brief narrative Regarding How You Plan to Implement

Priority Implementation Items:

1. Item 1
2. Item 2
3. Item 3

Other items will be harder to achieve with limited funding. Items that require additional support to implement include:

1. Item 1
2. Item 2
3. Item 3

The Resource Conservation District Annual Work Plan



Current Date

Prepared For:

The Resource Conservation District Board of Directors

Prepared By:

Name, Title

Introduction

This work plan was developed to provide an annual roadmap for implementation of the existing District Strategic Plan, adopted in 20XX. The Strategic Plan identifies several Strategic Issues, with corresponding Goals and Desired Outcomes, to be dealt with by the RCD over a five year timeframe. The Activities proposed in this work plan relate directly back to the content of the Strategic Plan, with each Issue and Goal identified by number. Each Activity represents one of the Desired Outcomes from the Strategic Plan that has been converted to an action item. The responsible party, approximate cost and funding source for each Activity is identified when possible.

Strategic Issue 1: Re-State Issue 1 from Strategic Plan

Goal 1.1 – Re-State Goal 1 from Issue 1 in Strategic Plan

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Goal 1.2 – Re-State Goal 2 from Issue in Strategic Plan

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Goal 1.3 - XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Strategic Issue 2: XX

Goal 2.1 – XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Goal 2.2 – XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Goal 2.3 – XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Strategic Issue 3: XX

Goal 3.1 – XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Goal 3.2 – XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

Goal 3.3 – XX

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source

DRAFT

Strategic and Annual Work Plan User Guide

The following guide is designed to compliment the Strategic Plan and Annual Work Plan templates. This guide will help by giving users background and context for the planning process, as well as example language for each section. Links to further resources on strategic planning is embedded in the text. We encourage Districts to research the planning process thoroughly and adapt these templates to fit their own needs. Please feel free to contact the CARCD for more information.

Strategic Plan

Introduction

- The introduction to your strategic plan is important because it outlines the purpose and timeline for implementation.
- You can also take the opportunity to introduce and explain the qualifications of the author(s).
- The Introduction should also include some kind of brief vision style statement for the document itself. Use a single sentence to convey what the plan will help your RCD accomplish.

EXAMPLE: The purpose of this plan is to outline the strategic goals The Resource Conservation District (RCD) seeks to achieve, and the appropriate actions it should take to achieve them. The timeline for reaching the goals set forth in this plan is five years. The author(s) of this document are qualified due to their organizational knowledge of The RCD and understanding of its role in the community. The contents of this plan were developed collaboratively between staff, Directors and consultants. This living document will serve as a tool for The RCD to help its members conduct relevant, on-the-ground conservation work.

Background

Our Mission is to...

- The purpose of the background section is to introduce your RCD and the issues it faces
- You can provide context through giving a brief history of the RCD, including how its mission or role in the community may have changed over time
- Describe your current services provided, staff capabilities and role in the community

- Include your RCD's Mission Statement in a prominent location
- Include your RCD's core values as a list or in narrative form

EXAMPLE: The RCD is an important and contributing member of the local community because we provide critical support to landowners, producers and the environment through our work. The RCD was originally established in 19XX for the purpose of _____. Today, The RCD is involved in projects that provide significant benefits to all members of society. The RCD works under a prescribed set of values that we seek to uphold. These values are _____.

We work closely with the local community to steward our natural resources and support agriculture. Our staffers provide expert technical assistance for projects designed to restore the land and drive production. The RCD is proud to offer these services and seeks to drive positive change in the local, regional and greater community of California.

Pre-planning and Analysis

- This section outlines what steps were taken to develop the plan and define the Strategic Issues
- Pre-Planning is critical to a robust Strategic Plan because it outlines deliverables for the project
- Pre-Planning includes the identification of willing and meaningful participants in a committee structure. The DM or another RCD leader will have to initiate and manage the formation of this group.
- The Committee should develop a work plan and budget for the planning process in order to quantify cost and provide a roadmap for the project
- Organizational analysis is critical to the planning process because it will help identify the true strategic issues facing the RCD. The Committee can use interviews, anonymous surveys, open discussion and other assessment tools during this analysis. See below for an example assessment tool
- The Committee develops the strategic issues, goals and strategies that make up the plan

EXAMPLE: The RCD has an important and diverse mission that requires significant support to complete. A strategic plan for funding, staffing and implementing projects and programs that fulfill the mission requires significant thought and involvement from interested parties. Before drafting any goals or tasks, The District Manager/Executive Director took the time to develop a strategic planning committee and work plan. The committee included board members and staff. The work plan was put together as a tool to budget staff time and resource for the project. Overall, the committee met X times to analyze the organization and develop the strategic issues defined in this plan.

The committee used three self-assessment devices designed to identify strengths and opportunities in the RCD. The assessment types used to analyze the organization were:

4. Online survey conducted by Solid Ground, a consulting firm
5. Interviews with consultants, staff and directors
6. SWOT Analysis*

* A SWOT Analysis is a simple tool that organizations can use to identify Strengths, Weaknesses, Opportunities and Threats. An excellent guide for conducting a SWOT analysis is available from the [University of Kansas](#).

Strategic Priorities

- The purpose of this section is to present the major strategic issues or priorities identified through analysis
- These issues should be presented simply, in a single-sentence so that the reader can understand the issue without further context
- Issues should be framed broadly and as an opportunity, not as a problem faced by the RCD – see example below
- Further context and background on the strategic issues will be presented in the next section of the plan, be prepared to provide a short narrative

EXAMPLE: The RCD has identified several strategic priorities that it must address in order to complete its mission now and into the future. These issues, listed below, were identified through the analytical step of this planning effort and through a larger planning effort with all RCD's state-wide. The topics are important because they inform all aspects of our organization and determine our success.

4. **Maintain Diverse and Sustainable Funding**
5. **Stay Relevant to the Conservation Needs of the Community**
6. **Maintain Compliance With Tier I State-Wide Standards for RCD's**

Timeframe:

- The timeframe is important because it lets the reader know how long the plan is valid and when to expect full implementation
- The timeframe can also provide guidance on if and when further analysis and planning is needed to ensure compliance and maintain the validity of the plan to the organization

EXAMPLE: The timeframe to achieve the goals outlined in this plan and meet these strategic needs is X years. While this plan is intended to be a living document and should be updated any time on-the-ground realities change significantly, the timeline is important because it provides another measure for success. Within X years, all the action items should be completed or sustaining. If they are not, or if items are completed and goals not realized, further assessment should be done and goals reconsidered. If plan implementation has been successful, The RCD should undergo a fresh assessment process to update this document and set a new timeline for implementation.

Success Measures

- This section will break down each strategic priority into several smaller goals.
- Several tasks, or strategies, are identified to help achieve each goal.
- The strategies are measurable steps that The RCD can take to meet its strategic vision within the identified timeframe.
- The development of meaningful success measures is a hard exercise that requires significant drafting and editing to get right
 - Goals are broad statements that support the resolution of a specific strategic issue
 - Desired Results are the real-world outcomes we would want to see from achieving a stated goal
 - Strategies are specific, actionable items we can do to elicit a desired outcome and achieve a goal
- The following outline highlights a possible Strategic Issue and the corresponding Goals, Results and Strategies
- This example should be used only as a guide. For further help drafting success measures please see the resources

Strategic Issue 1

Provide a single sentence explanation of the strategic issue.

Provide a brief narrative to give background and context on the strategic issue.

THE FOLLOWING WAS TAKEN FROM THE 2012 CARCD STRATEGIC PLAN

Goal: Increase the visibility of RCDs among partners and other relevant agencies and organizations.

Desired Result 1: Partners have a better understanding of RCD roles and capabilities in order to increase opportunities for RCDs.

Strategies to help achieve the above result:

4. Encourage RCDs to adopt outreach plans as part of their strategic plans
5. Encourage RCD Directors to use their sphere of influence to inform relevant officials about RCDs
6. Participate in statewide committees

Desired Result 2: ...

Implementation

- This section is important because it highlights barriers to implementation
- Most barriers are inked to funding, but other potential political, social or environmental obstacles should be noted

- Mention ideas/plans to overcome barriers
- If desirable, prioritize unfunded items so that new resources can be put to work immediately

The goals and actions outlined above are steps the organization will take immediately in order to better fulfill our mission . . .

Provide a Brief narrative Regarding How You Plan to Implement

Priority Implementation Items:

4. Item 1
5. Item 2
6. Item 3

Other items will be harder to achieve with limited funding. Items that require additional support to implement include:

4. Item 1
5. Item 2
6. Item 3

Annual Work Plan

Introduction

- Create an introduction that includes reference to the Strategic Planning Document and timeframe.
- Clearly explain the relationship between components of the documents
- Can also briefly explain any limitations or exceptions to the plan; budget, staff, partners

EXAMPLE: This work plan was developed to provide an annual roadmap for implementation of the existing District Strategic Plan, adopted in 20XX. The Strategic Plan identifies several Strategic Issues, with corresponding Goals and Desired Outcomes, to be dealt with by the RCD over a five year timeframe. The Activities proposed in this work plan relate directly back to the content of the Strategic Plan, with each Issue and Goal identified by number. Each Activity represents one of the Desired Outcomes from the Strategic Plan that has been converted to an action item. The responsible party, approximate cost and funding source for each Activity is identified when possible.

Performance Measures

- Cite projects or programs that directly support the stated goal. These can be aspects of existing work, or new projects deigned to address the issue directly.
- Present a simple, measurable set of activities that are part of the program and will help accomplish the goal. These activities also deliver the “Desired Outcomes” stated in the Strategic Plan
- The timing should represent what is needed to complete the task
- Lead can be Directors or Staff
- Total Cost and Funding source should be identified when possible and directly tied to project/program budgets

EXAMPLE:

Strategic Issue 1: Build the Capacity of RCDs

Goal 1.1 – Increase the visibility of RCDs among partners and other relevant agencies and organizations.

Capacity Building	Work with three RCDs to adopt annual outreach plans	Summer 2015	Chris	\$2500	Grant
Legislative	Work with 5 RCDs to arrange meeting with State Rep	Mar-Apr 2015	Karen	\$3500	Grant
Outreach	CARCD Board/Staff participate in at least 4 State-Wide committees	Year-round	Karen, Chris, Board	Varies, up to \$5000 total	Grant

Goal 1.2 – Coordinate information exchange between RCDs regionally and state-wide.

Project/Program	Activity	Timing	Lead	Total Cost	Funding Source
Resource Library	Create short-term web hosting service for resource library	March 2015	Chris	\$2000	Foundation
Resource Library	Create 2 -3 new resource templates for RCDs based on needs assessments and DM feedback	Quarterly	Chris, Amanda	Up to \$10000 annually	Grant, DOC
Regional Strategies	CARCD Board and Staff attend all Spring Area meetings	Spring 2015	Karen, Chris, Board	\$3000	Grant